

Cloud Change

G-Cloud 14 – Service
Definition

Lot 3, Cloud Services

Pace-XL



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1. Introduction

Pace XL provides cloud migration, transition, governance, and adoption support for organisations using Microsoft 365, Azure, and related services. We work with public sector and regulated organisations to help plan and deliver complex change in a controlled and practical way, supporting service continuity, clear governance, and effective handover to operational teams.

Organisations moving to cloud services often need to manage legacy dependencies, fragmented environments, complex access models, and limited internal delivery capacity. These factors can increase delivery risk and make it harder to maintain momentum, assure decisions, and realise value from change. Pace XL's service is designed to address these challenges through structured support across the delivery lifecycle.

Our Cloud Change and Transformation service covers discovery and analysis, environment preparation, migration and transition, validation, hypercare, and user adoption. We combine technical delivery with governance, stakeholder engagement, communications, and knowledge transfer so that change is delivered in a way that is manageable, proportionate, and aligned to operational needs.

We use a structured, repeatable delivery approach that supports phased implementation, clear decision-making, and documented assurance throughout the lifecycle of delivery. Our consultants work alongside client teams to help manage dependencies, maintain transparency, and support informed choices at each stage of the programme.

This service is designed to help organisations move from legacy complexity to more secure, manageable cloud services while maintaining continuity for users and critical business processes. The result is a transition that is better governed, lower risk, and easier to sustain over time.

2. About Pace

Pace XL is a UK-based management consultancy specialising in structured, outcome-focused change across Central Government, Arm's-Length Bodies, National Infrastructure organisations, and regulated public services. Our work is grounded in robust governance, evidence-based decision-making, and sustainable capability transfer, helping clients deliver change with confidence while strengthening their own long-term operating capability.

Our delivery model aligns closely to Civil Service priorities: achieving value for money, improving operational resilience, reducing delivery risk, and ensuring that transformation results in measurable improvement. Our consultants bring deep experience of working in public sector environments with complex stakeholder landscapes, legacy constraints, and high-assurance requirements.

This experience underpins a consistent consulting approach that helps organisations improve how people, systems, and processes work together. Our model is shaped by three core principles that support responsible, outcomes-focused delivery:

Outcomes-based pricing

where appropriate, structuring work to deliver measurable, evidence-supported improvements rather than activity-based outputs

Process-led consulting

ensuring clarity of purpose, consistent execution and traceability across all stages of transformation.

Human-centred design

focusing on the needs of users, frontline teams and decision-makers to ensure changes are understood, adopted and sustainable

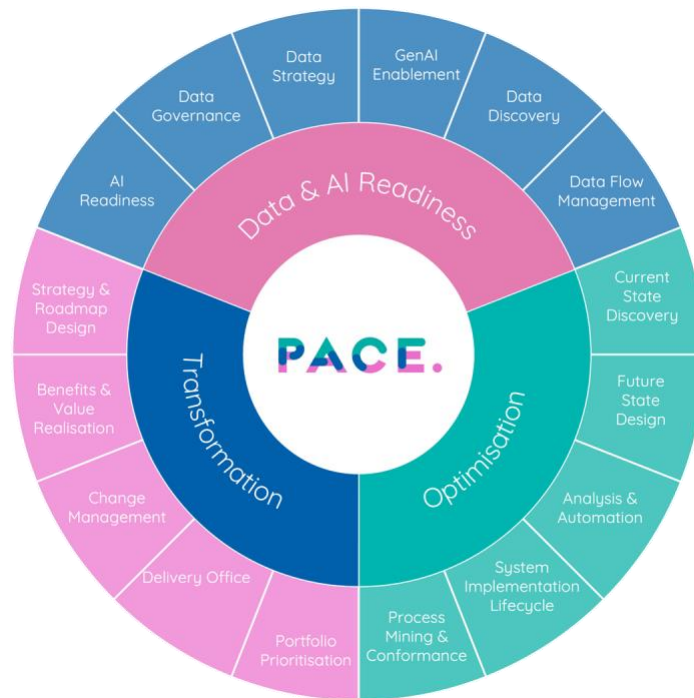
These principles are reinforced by strong organisational controls. We are ISO 9001 certified and hold both Cyber Essentials and Cyber Essentials Plus, demonstrating our commitment to quality, security, and disciplined delivery. These standards provide clients with confidence in our ability to operate effectively in high-assurance environments.

Pace XL has helped government and national infrastructure organisations reduce operational complexity, improve service performance, and embed new ways of working. Our teams combine expertise in transformation, process optimisation, data, and AI, enabling us to support strategy, design, delivery, and continuous improvement through a single, joined-up service.

This is why clients value Pace XL: we combine transparency, evidence-led delivery, and pragmatic execution to help organisations deliver change credibly, responsibly, and with lasting impact.

3. Overview of Services

The diagram below provides an overview of Pace XL’s service capabilities across cloud migration, transformation, governance, and user adoption. It illustrates how these services can be combined to provide a structured, end-to-end delivery model that supports effective planning, controlled execution, and the realisation of sustainable business outcomes from cloud investment.



3.1 SharePoint Online Intranet Migration Services

Pace XL delivers SharePoint Online intranet migrations through a structured, end-to-end service covering discovery, design, migration, and adoption. We assess existing content and information architecture, rationalise legacy structures, and align the target intranet to modern SharePoint capabilities. Using proven tools and phased delivery, we migrate content with minimal disruption while improving usability, governance, and collaboration. The result is a modernised intranet that is easier to manage, easier to use, and better aligned to organisational needs.

3.2 Azure File Share Migration Services

Pace XL provides secure, efficient migration of on-premises file shares to Azure Files and Azure IaaS environments. We assess the existing estate, identify dependencies, and optimise for performance, scalability, and cost. Delivery follows a staged approach of initial load, delta synchronisation, and cutover

to minimise downtime and business impact. We then support validation and optimisation to ensure services are stable, performant, and aligned to Azure best practice.

3.3 Data Structure, Metadata and Permissions Preservation Services

Pace XL preserves critical data structures, metadata, and permissions throughout migration to protect business continuity, security, and compliance. We analyse existing folder structures and access models, map them to target platforms, and introduce governance improvements where appropriate. This approach retains what the organisation needs while reducing legacy complexity and unnecessary access rights.

3.4 Partnership with Specialist Technical Partners

Pace XL works collaboratively with specialist technical partners, including client architecture teams, incumbent suppliers, and platform specialists, where this supports successful delivery. We coordinate effectively across delivery partners to align technical decisions, manage dependencies, and maintain clear accountability for outcomes within scope. Our approach emphasises transparency, structured supplier engagement, and practical collaboration to help achieve programme objectives efficiently and with appropriate governance. This model is particularly valuable in complex delivery scenarios, such as DFS migration and namespace rationalisation, where close coordination across multiple technical stakeholders is critical to successful delivery.

3.5 Migration Tooling and Automation Services

Pace XL uses industry-standard tooling, including ShareGate and Robocopy, alongside automation frameworks to deliver scalable, repeatable migrations. We develop runbooks and automation scripts to manage bulk transfer, scheduling, and exception handling, reducing manual effort and accelerating delivery. This supports consistent execution across migration waves while maintaining control and quality.

3.6 Migration Assurance: Data Validation and Link Integrity Services

Pace XL embeds assurance throughout migration delivery to provide confidence in accuracy, completeness, and readiness. We carry out data validation, reconciliation, and sampling checks to confirm successful migration of content, metadata, and permissions. We also test link integrity and support user acceptance testing to ensure business-critical information remains accessible and usable. Clear reporting and issue resolution processes provide traceability and confidence in outcomes.

3.7 Identity and Tenant Migration Services

Pace XL delivers identity and tenant migration services that support secure, well-governed transitions between Microsoft 365 tenants. We plan and migrate users, groups, domains, and associated services

while maintaining alignment with security and compliance requirements. Our approach includes identity mapping, coexistence planning, and authentication configuration to minimise disruption and preserve continuity for end users. Post-migration, we validate identity services and access controls to ensure a stable operating environment.

3.8 User Adoption, Training and Hypercare Services

Pace XL supports successful transition through structured adoption, training, and hypercare services. We create tailored communication plans, training materials, and user guidance so users understand and adopt new platforms effectively. After migration, we provide dedicated hypercare support, including floorwalking, service desk readiness, and rapid issue resolution, helping maintain productivity and confidence during the transition.

3.9 Access Control Modernisation Services

Pace XL modernises access control by transitioning from complex legacy ACL-based permissions to the organisations design authorities updated model. We assess current access models and implement secure, scalable controls using Microsoft cloud capabilities. This strengthens security, reduces administration, and supports easier governance and compliance.

3.10 Azure Optimisation and Cost Reduction Services

Pace XL delivers Azure optimisation services focused on reducing cost and improving performance across cloud environments. We analyse usage and spend to identify opportunities such as rightsizing resources, applying reservations, and strengthening governance through tagging and policy. Our approach aligns to FinOps principles, helping organisations achieve sustainable savings while maintaining service performance and operational efficiency.

3.11 Bulk User Migration Services

Pace XL delivers bulk user migrations through a controlled, repeatable approach designed to minimise disruption and maintain business continuity. We plan and execute large-scale user moves across platforms such as Microsoft 365, including mailbox, OneDrive, and identity transitions. Our model includes wave-based scheduling, automated provisioning, and robust validation so users retain access to data and services throughout. Combined with clear communications and support, this enables a smooth transition at scale while maintaining security and operational stability.

3.12 PMO Project Management Office Services

Pace XL provides structured PMO services to govern and assure complex transformation programmes. We establish proportionate governance frameworks covering RAID management, reporting, planning, and financial control to support transparency and accountability throughout delivery. Our PMO approach is tailored to programme scale and risk, enabling informed decision-making while maintaining pace and flexibility. By working closely with programme teams and stakeholders, we help keep delivery aligned to objectives and risks actively managed.

3.13 Business Engagement and User Communications

Pace XL delivers business engagement through a structured, stakeholder-led approach that helps ensure change is understood, supported, and adopted. We identify stakeholder groups, develop engagement plans, and manage communications throughout the delivery lifecycle. By aligning business needs with technical delivery through workshops, communications, and ongoing engagement, we build trust, support readiness, and improve adoption across the organisation.

4. Detailed Service Description

Pace XL delivers cloud migration and transformation programmes through a scalable, repeatable delivery model refined through work in complex public sector environments. This approach enables us to manage programmes of varying size, complexity, and risk with consistency, control, and efficiency, while maintaining a clear focus on service continuity and business outcomes.

Close collaboration with project stakeholders and business users is central to this model. We work across technical and operational teams to ensure requirements are properly understood, decisions are well-informed, and solutions reflect how services are used in practice.

We work as an extension of the client organisation rather than as a detached supplier, integrating closely with programme, technical, and business teams. This supports faster decision-making, clearer communication, and shared ownership of delivery outcomes.

Our delivery model covers the full lifecycle, from governance and discovery through migration, validation, and post-migration support. Each phase is supported by defined processes, reusable artefacts, and documented methods, enabling delivery at scale while maintaining quality, control, and assurance.

Documentation and knowledge transfer are embedded throughout the lifecycle, ensuring that processes, decisions, configurations, and outputs are clearly recorded and easy to hand over. This gives client teams the clarity and capability needed to operate, support, and improve services beyond programme completion. Together, this approach helps organisations deliver transformation with lower risk, stronger stakeholder alignment, and greater confidence that benefits will be realised and sustained.

4.1 Governance

Pace XL establishes robust, proportionate governance frameworks to ensure delivery is controlled, transparent, and aligned to organisational priorities and risk appetite. We implement structured governance models including programme boards, project boards, and both Technical and Business Design Authorities to ensure clear ownership, decision-making, and accountability across all workstreams. Our approach includes comprehensive RAID management, milestone tracking, financial oversight, and structured reporting, providing full visibility of progress, risks, and dependencies.

We work closely with project stakeholders across business and technical teams, embedding ourselves within the client organisation to ensure governance is not seen as an external overlay but as an integrated part of delivery. This enables rapid issue resolution, effective escalation, and informed decision-making at all levels. All governance processes, decisions, and artefacts are clearly documented, ensuring traceability, auditability, and continuity beyond programme delivery. Our focus is on maintaining delivery pace while upholding high standards of quality, assurance, and compliance.

4.2 Discovery & Analysis

Pace XL undertakes detailed discovery and analysis to develop a complete, evidence-based understanding of the organisation's current state and define a robust foundation for migration and transformation. This includes technical assessments of infrastructure, data estates, identity models, and dependencies, alongside business analysis of processes, user behaviors, and service requirements.

We engage closely with business stakeholders and end users throughout this phase, conducting workshops, interviews, and collaborative sessions to ensure that both technical and operational requirements are fully understood and accurately captured. This approach ensures that discovery is not purely technical but reflects how services are used in practice across the organisation.

Outputs include detailed migration strategies, target architectures, process maps, and delivery plans, all of which are clearly documented and validated with stakeholders. By embedding ourselves within the organisation during discovery, we ensure that assumptions are minimised, risks are identified early, and the programme is aligned to real business needs, rather than theoretical designs.

4.3 User Engagement and Communications

Pace XL delivers structured user engagement and communications to ensure that stakeholders at all levels are informed, aligned, and prepared for change. We develop tailored engagement strategies covering business leaders, operational teams, and end users, ensuring messaging is relevant, timely, and aligned to programme milestones.

We work closely with the organisation to understand stakeholder groups, communication preferences, and potential areas of resistance, enabling targeted engagement activities such as workshops, stakeholder briefings, training sessions, and user guidance materials. This ensures that users not only understand what is changing, but why, and how it will benefit their day-to-day work.

Our embedded delivery approach means we operate as an extension of the client team, building trusted relationships across the organisation. This allows us to proactively manage expectations, respond to concerns, and continuously refine communications based on feedback. All engagement artefacts, communications, and training materials are documented and reusable, supporting sustained adoption beyond initial delivery.

4.4 Environment Preparation

Pace XL prepares target environments to ensure they are secure, scalable, and fully aligned to organisational standards prior to migration activity. This includes configuration of Microsoft 365 and Azure platforms, identity and access management setup, security and compliance controls, and infrastructure readiness.

We work closely with client technical teams and design authorities to ensure that all configurations reflect both technical best practice and business requirements. Dependencies are identified and validated early, with clear documentation of environment configurations, architecture decisions, and readiness criteria.

Our approach includes the establishment of migration landing zones, validation of network and identity configurations, and pre-migration testing to confirm that environments are capable of supporting migration at scale. By embedding ourselves within the organisation, we ensure that environment preparation is aligned to existing operational models and support structures, reducing risk and enabling a smooth transition into live migration.

4.5 Migration and Transition

Pace XL delivers migration and transition activities through a structured, wave-based approach designed to minimise disruption and ensure continuity of business services. Migration planning is aligned to business priorities, service dependencies, and risk profiles, ensuring that transitions are both technically sound and operationally viable.

We work in close partnership with stakeholders across IT and the business to plan migration waves, coordinate cutover activities, and ensure readiness at each stage. Delivery is supported by proven tooling and automation, detailed runbooks, and clearly defined execution plans, enabling consistent and repeatable migration at scale.

Our embedded delivery model ensures that we operate as part of the client team, maintaining constant communication and coordination throughout migration execution. Issues are identified and resolved quickly, with clear escalation routes and documented processes. The result is a controlled, predictable migration experience that balances speed, quality, and user impact.

4.6 Validation and QA

Pace XL embeds comprehensive validation and quality assurance processes across all phases of delivery to ensure that migration outcomes are accurate, complete, and aligned to expectations. This includes structured data validation, reconciliation checks, and sampling to confirm that content, metadata, and permissions have been migrated successfully.

We work closely with business users and stakeholders to support user acceptance testing (UAT), ensuring that systems are not only technically correct but functionally fit for purpose. Link integrity, access controls, and service performance are validated to ensure continuity of operations.

All validation activities are fully documented, with detailed reporting on outcomes, issues, and resolutions. Our approach ensures transparency and traceability, enabling stakeholders to have full confidence in the quality of delivery. By working closely with the organisation, we ensure that validation is aligned to business priorities and real-world usage, rather than purely technical checks.

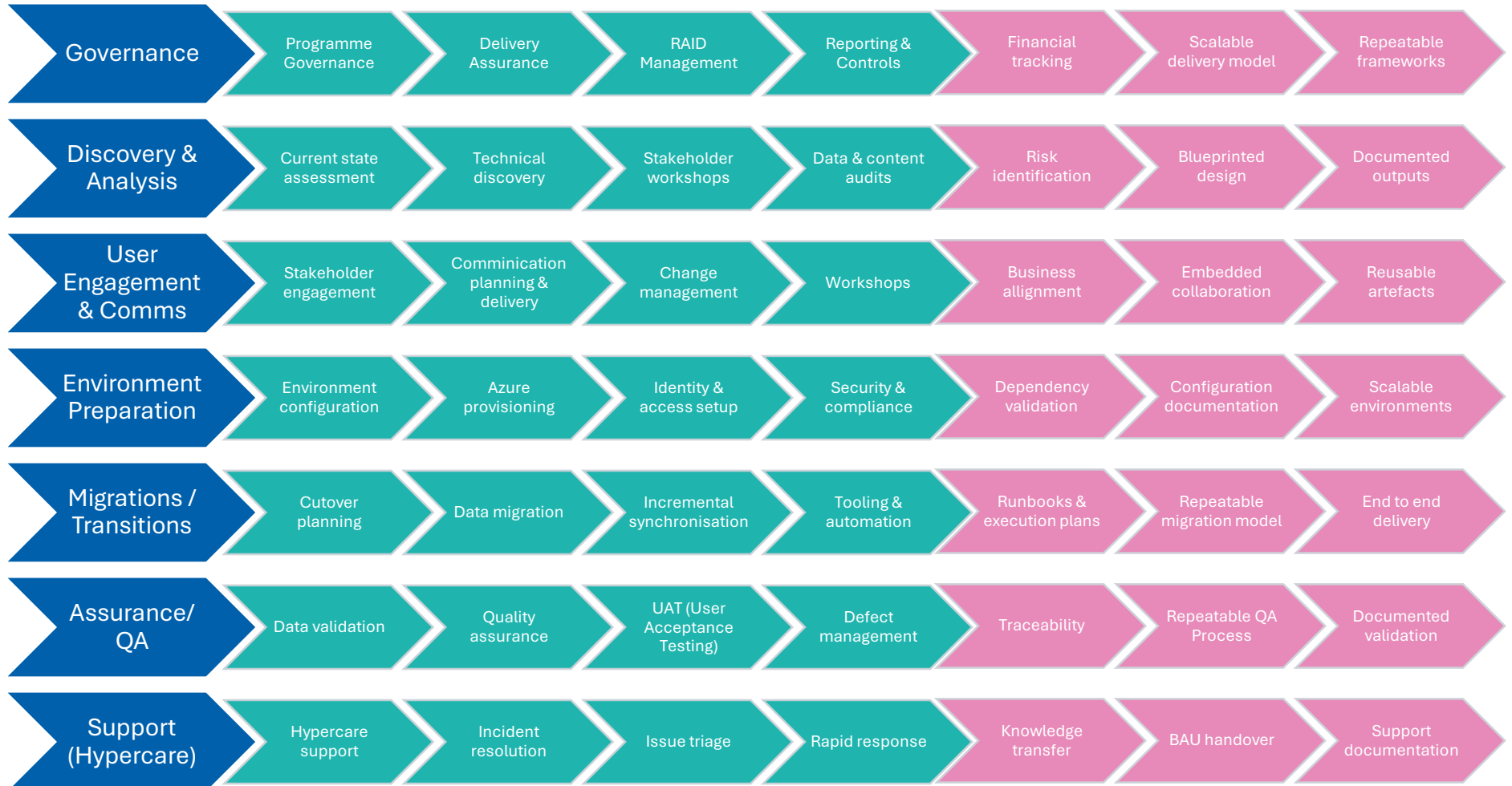
4.7 Hypercare Support

Pace XL provides structured hyper care support following migration to ensure a stable transition into business-as-usual operations. We establish enhanced support models including extended service desk capability, user-facing support (e.g. floorwalking), and rapid response mechanisms to resolve issues in real time.

We work closely with both technical teams and business users to monitor system performance, identify issues, and provide immediate resolution, ensuring minimal disruption to day-to-day operations. Our embedded approach enables us to act as an extension of the client organisation, building confidence and supporting users throughout the transition period.

A key focus of hyper care is knowledge transfer and documentation. We ensure that all support processes, known issues, resolutions, and operational procedures are clearly documented and handed over to internal teams, enabling a smooth transition to steady-state operations. This ensures that the organisation is not only supported during go-live but fully equipped to manage services independently moving forward.

Service Description Overview



5. Onboarding & Delivery Model

5.1 Call-off mobilisation.

Onboarding begins at call-off, when Pace XL works with the customer to confirm scope, objectives, success measures, and decision-making arrangements. Mobilisation activities typically include:

- Agreement of governance cadence, including steering forums, delivery reviews and reporting arrangements.
- Confirmation of roles, responsibilities and escalation pathways across Pace, the customer and any third-party suppliers.
- Alignment with existing departmental processes, controls and assurance requirements.

This mobilisation phase ensures delivery is clearly scoped, appropriately governed, and integrated into existing organisational controls before substantive work begins.

5.2 Delivery cadence.

Work is organised into time-boxed phases or tranches with clear acceptance criteria and proportionate delivery artefacts. We promote integrated teams and knowledge transfer from the outset so that delivery capability is built alongside programme progress.

5.3 Handover, offboarding and exit.

We plan for handover from day one so that artefacts can be owned and maintained by client teams. Exit activities include:

- Structured transition of responsibilities using shadow-and-lead models where appropriate.
- Completion, indexing and handover of documentation, artefacts and decision records.
- Confirmation of outstanding actions, risks and benefits tracking arrangements.

This approach supports a controlled exit, clear accountability, and continuity of service at the end of the call-off.

6. Service Levels

As this is a services call-off rather than a software SLA, service levels are defined around the availability, responsiveness, and cadence of consulting support, governance, and reporting. Targets are agreed at call-off to reflect delivery needs, risk, and budget. Typical parameters include:

- **Engagement availability:** Named delivery lead and core team available during agreed UK business hours; on-site presence where required.
- **Responsiveness:**
 - Priority 1 (critical delivery risk or service impact): immediate escalation to the Delivery Lead and Programme Sponsor; action plan initiated the same day.
 - Priority 2 (material delivery risk): response within one business day, remediation plan within two business days.
 - Priority 3 (routine): response within two business days; resolution via next governance cycle.
- **Governance cadence:** Steering boards, delivery reviews, RAID/benefits tracking, with documented minutes and actions.
- Pace adopts the best process notation (e.g. BPMN, UPN) to create clear, navigable process content that is easy for teams to adopt and keep current; Peer review of key artefacts; change control; acceptance criteria agreed for each deliverable; configuration management of artefacts.

These service levels are illustrative. Final values are agreed proportionately at call-off to ensure they are fit for purpose, risk-based, and aligned to value for money.

7. Security, Governance & Compliance

Pace's delivery is supported by **ISO 9001** quality management and **Cyber Essentials** and **Cyber Essentials Plus** accreditation. We work with secure-by-default practices, proportionate information governance, and disciplined configuration control for delivery artefacts.

We align to departmental security policies and relevant government cyber guidance. Where appropriate, we support DPIAs, risk assessments, and controls mapping so that change is introduced safely, with clear accountability and appropriate assurance.

8. Pricing

Pricing is tailored to the scope of each call-off and may combine outcome-based pricing for clearly defined deliverables with time-and-materials for discovery or variable demand. We agree acceptance criteria, governance, and change control arrangements upfront to protect value, maintain transparency, and support accountability throughout delivery.

9. Technical Requirements & Dependencies

We deliver this service within the customer's existing technical environment. Technical requirements and dependencies are therefore limited and typically include:

- Access to relevant systems, environments and documentation
- Availability of appropriate customer representatives and, where relevant, third-party suppliers
- Access to data and management information
- Use of customer-approved tools and platforms

Pace works within the customer's existing security, information assurance, and access control arrangements. Any specific constraints, dependencies, or assumptions are confirmed and documented at call-off, so delivery remains aligned to organisational policy and operational reality.

10. Ordering & Contact

This service is available through G-Cloud 14, Lot 3: Cloud Support. Call-offs define scope, deliverables, governance, service levels, pricing, and exit arrangements. For pre-procurement discussions, where permitted, or to help shape a statement of requirements, contact your Pace commercial lead or use the messaging function in the Digital Marketplace.

11. Why Pace XL

Proven experience supporting complex public sector cloud and digital workplace transformation programmes

Deep Microsoft 365 and Azure expertise spanning migration, security, governance, adoption, and optimisation

Structured, repeatable delivery methods that reduce risk, maintain service continuity, and support phased transition

Strong focus on business outcomes, combining technical delivery with stakeholder engagement, change management, and user adoption

Practical understanding of public sector security, governance, and compliance expectations, including support for UK Government cloud adoption principles

Flexible engagement models that can scale from discovery and planning through delivery, hypercare, and service handover



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